I. Provide high quality products and services
1. Maintain and improve product and service quality to satisfy customer needs around the world.
   - Target: Maintain ISO9001 certification acquisition for all production sites
   - KPI: Defects in products and services (compared to FY2014 basic unit)
   - Scope: Global
   - Target: 150,000 people
   - 2019: implemented certification for 60% or less
   - 2020: implemented certification for 62%

2. Strengthen technology development platform
   - Number of inventors (Note 2)
   - Scope: Global
   - Target: 160 people
   - 2019: 138 people
   - 2020: 200 people

3. Ensure compliance and prevent corruption
   - Ratio of female employee recruitment
   - Scope: Japan
   - Target: 160 people
   - 2019: 14 people
   - 2020: 0.003

II. Strengthen risk management
4. Promote and strengthen information security measures
   - Percentage receiving information security training
   - Scope: Global
   - Target: 100% 2 training sessions
   - Participation rate 89% 2 training sessions
   - Participation rate 80.5% 2 training sessions
   - Participation rate 90% 2 training sessions

5. Continue expanding business continuity management
   - Number of people who have acquired the Safety Assessor qualification (Note 1)
   - Scope: Japan
   - Target: 230 people
   - 2019: 161 people
   - 2020: 160 people

III. Nurture relationships of trust with our suppliers
6. Promote CSR procurement in the supply chain
   - Percentage of suppliers visited (cumulative)
   - Scope: Japan
   - Target: Total visitation rate 40%
   - Total visitation rate 12.7%
   - Total visitation rate 60%
   - Total visitation rate 80%

IV. Respect human dignity (Human rights, labor practices, safety, health)
7. Eliminate workplace accidents and serious accidents
   - Frequency Rate
   - Scope: Japan
   - Target: 0.09 0.003
   - 2019: 0.4 0.04

8. Promote diversity
   - Ratio of female employees in managerial positions
   - Scope: Japan
   - Target: 1.0% 1.0%
   - 2019: 1.0% 1.0%

9. Create a comfortable workplace environment
   - Ratio of employees who have TOEIC scores over 600
   - Scope: Japan
   - Target: 230 people
   - 2019: 160 people
   - 2020: 160 people

10. Promote human resource development
    - Number of people enrolled in self-development e-learning programs
    - Scope: Japan
    - Target: 230 people
    - 2019: 161 people
    - 2020: 160 people

11. Encourage communication with shareholders and investors
    - Number of participants in briefings for private investors
    - Scope: Japan
    - Target: Combined reports in Japanese and English; website released in September 2018; booklet published in October 2018
    - 2019: 0.776 people
    - 2020: 0.776 people

V. Create good relations with communities
12. Encourage communication with local communities and society at large, and social contribution activities
    - Number participating in social contribution activities
    - Scope: Global
    - Target: 1,847 people
    - 2019: 1,700 people
    - 2020: 2,000 people

13. Promote environmentally friendly activities in business operations
    - Total CO2 emissions from production and office locations (compared with levels in FY2015)
    - Scope: Global
    - Target: 2019: Reduced to 39% or more
    - 2020: Reduced to 48% or more

14. Expand environmentally friendly products and services
    - Number of Certified Eco-Products (*Note 4)
    - Scope: Global
    - Target: 2019: 175,000 people
    - 2020: 175,000 people

VI. Contribute to the environment through corporate activities
15. Improve environmental performance
    - Number of participants in the Eco-Action Program (*Note 6)
    - Scope: Global
    - Target: 2019: 16,458 people
    - 2020: 16,458 people

Note 1: A qualification related to safety for designers of machinery and manufacturing site technicians, certified by Japan Certification Corporation.
Note 2: The person who made an invention is listed as the inventor on the patent application document.
Note 3: A course for those capable of working overseas.
Note 4: Products that have been certified according to the environmental performance rating and certification system based on Daifuku's own standards.
Note 5: The amount of CO2 after subtracting all CO2 emissions from Daifuku products and services in society from CO2 emissions in fiscal 2005, which is the base year.
Note 6: Participants in the Eco-Action program, which rewards Eco-points for environmental activities undertaken independently by employees.
Note 7: A system that collects data and surveys the environmental data of Daifuku Group business locations, and utilizes this for environmentally considerate activities.

+1: Issues that need to be addressed as top priorities, as they have a significant influence on the environment, society and governance or the evaluation and decision making of stakeholders.

+2: Key Performance Indicator, a quantitative performance evaluation index that measures target achievement